

Annual Performance Agreement

Between

Prime Minister and

Secretary, Government Technology Agency

(July 1, 2026 - June 30, 2027)

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Section 1: Vision, Mission and 13th FYP Outcome(s)

Vision

A technologically advanced nation, with empowered citizens, and a thriving digital economy.

Mission

1. Establish a technologically effective & efficient government
2. Transform public services keeping citizens at the core
3. Create a safe & thriving digital economy

13th FYP Outcome:

By 2029, Bhutan's public sector is a more dynamic, results-oriented agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.

Section 2: Planning Matrix

1. Department of Digital Infrastructure

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Improve efficiency in government operations	Number of shared digital government building blocks (GovStack components) deployed and available for use for system development	0	5 GovStack components deployed and available for reuse across government
Digital Ecosystem is strengthened to drive transformation	Improve efficiency in government operations	Number of National Digital Identity (NDI) based services or features incorporated.	0	10 National Digital Identity based services or features incorporated in government systems
Digital Ecosystem is strengthened to drive transformation	Improve uptime stability of digital infrastructure	Percentage uptime of the Government Network and internet services	89.28%	89.95% uptime of the Government Network and internet services

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Improve uptime stability of digital infrastructure	Timeline by which procurement and delivery of equipment for the Government Networks Core and Middle-Mile Infrastructure Enhancement (10 Gbps to 100 Gbps) is completed.	NA	June 2027: core network equipment for 20 Dzongkhag Points of Presence and middle-mile equipment delivered and inspected

2. Department of Digital Transformation

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Transform public service delivery	Average citizen satisfaction rating for the 114 G2C portal services sustained at 4.52 or above on a 5-point scale.	4.52	4.52 or above average citizen satisfaction rating across the 114 G2C portal services, sustained
Digital Ecosystem is strengthened to drive transformation	Transform public service delivery	Percentage of Government Digital Services uptime improved.	97.97%	98% uptime of critical government digital services

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Improve efficiency in government operations	Percentage of government operating cost saved.	NA	2% of Nu. 42 billion in government operating cost saved or avoided through digital transformation
Digital Ecosystem is strengthened to drive transformation	Increase adoption of ePIS in all hospitals and BHUs	Percentage of patients treated through ePIS by Doctors and Health Assistants (HAs).	92.65%	95% of patients consulted through ePIS by doctors and Health Assistants
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	Contribution of the Digital Economy to the GDP increased by USD 60 million.	USD 111.481 M	USD 171.481 million contribution of the digital economy to GDP, an increase of USD 60 million
Digital Ecosystem is strengthened to drive	Implement the 10X Initiative in the digital sector by growing the digital economy,	Number of additional quality jobs created in the digital sector	2,029	3,029 quality jobs in the digital sector, 1,000 additional jobs created

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
transformation	digital jobs and technology investment in line with the 21st Century Economic Roadmap			
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	Number of new FDI projects attracted in the technology sector	16	21 FDI projects in the technology sector, 5 new projects attracted
Digital Ecosystem is strengthened to drive transformation	Strengthen data economy and evidence-based decision-making	Timeline by which the Digital Health Platform (DHP) to facilitate the health data economy is completed.	NA	May 2027: foundational integration layer of the Digital Health Platform established under the Four Banks Project
Digital Ecosystem is strengthened to drive	Transform public service delivery	Number of holistic service blueprints developed under the Zhabtog Lekjur Holistic Public Service Delivery Project by	NA	5 holistic service blueprints developed under the Zhabtog Lekjur Holistic Public Service Delivery Project by October

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
transformation		October 2026		2026

3. Office of the Secretary

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	AI maturity level of the Royal Government of Bhutan assessed against the Gartner AI Maturity Model.	Level 2: Active	Level 3: Operational on the Gartner AI Maturity Model, up from Level 2: Active
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	Cost of entry-level fixed broadband internet package reduced as a percentage of average monthly income	6.3%	5% entry-level fixed broadband cost as a share of average monthly income per capita, down from 6.3%

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	Number of critical services covered by the National Cybersecurity Risk Assessment.	0	34 critical services covered by the National Cybersecurity Risk Assessment
Digital Ecosystem is strengthened to drive transformation	Improve Cybersecurity Maturity	Timeline by which Cybersecurity essentials for SMEs are developed.	NA	May 2027: Bhutan-specific Cybersecurity Essentials Framework for SMEs developed and submitted
Digital Ecosystem is strengthened to drive transformation	Implement the 10X Initiative in the digital sector by growing the digital economy, digital jobs and technology investment in line with the 21st Century Economic Roadmap	Timeline by which the Third International Internet Gateway (3IIG), avoiding the Siliguri corridor, is operationalized.	NA	January 2027: Third International Internet Gateway commissioned via the Gelephu-Bongaigaon route

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Digital Ecosystem is strengthened to drive transformation	Improve Cybersecurity Maturity	Number of national cybersecurity frameworks (Critical Information Infrastructure Protection CIIP) baseline documents developed.	0	9 national cybersecurity framework and technical baseline documents developed for Critical Information Infrastructure Protection

Section 3: Description of Key Performance Indicators

KPIs	KPIs Description	Means of Verification	Department Responsible
Number of shared digital government building blocks (GovStack components) deployed and available for use for system development	This KPI measures develop and implement at least 10 GovStack components as follows: • Master Data Management (MDM) • Public Service Portal (PSP) • Citizen/Business Portal (CBP) (UPP as features) • GovStack Data Exchange Platform (Dx) • Public Service registry (PSR)	Technical verification of components development and integration testing logs.	DDI/WoGS
Number of National Digital	This KPI measures incorporate 10 features of National Digital Identity (NDI) verifications and Application	Technical verification of components	DDI/WoGS

KPIs	KPIs Description	Means of Verification	Department Responsible
Identity (NDI) based services or features incorporated.	Programming Interface (API) data exchange in the government systems, as follows; API for Digital Signature & eSignature services, API for financial, non-financial, microfinance, API for telecom, API for Cloud Wallet, API for Biocrypto features, API for Entity Wallet, API for foreign national Wallet, API for custodian/controller wallet, API for thumb, palm, and finger Prints, API for Guardianship wallet. Baseline: 0. Target: 10 National Digital Identity based services or features incorporated in government systems.	development and integration testing logs	
Percentage uptime of the Government Network and internet services	This KPI measures the improvement in the availability of the Government Network and Internet services by increasing overall uptime from 89.26% to 89.95% by the end of FY 2026–2027. Performance will be measured based on the availability of key network and internet infrastructure components as follows: Maintain Government Networks (Core Network) uptime of 99.85%; Government-initiated Networks (Access Network) Uptime of 87%; and internal LAN uptime of 83%. Achievement of this KPI is dependent on the following: Availability and reliability of the National Fiber Optic Network, Availability and reliability of the network	Real-time network monitoring tool, downtime incident logging and network status checks.	DDI/GovNets

KPIs	KPIs Description	Means of Verification	Department Responsible
	infrastructure operated by Internet Service Providers (ISPs), Continuous electrical power supply at: Bhutan Power Corporation (BPC) colocation shelters hosting Government Networks core network equipment; and Government offices, schools, hospitals, and other institutions connected to the Government Network. Baseline: 89.26%. Target: 89.95% uptime of the Government Network and internet services.		
Timeline by which procurement and delivery of equipment for the Government Networks Core and Middle-Mile Infrastructure Enhancement (10 Gbps to 100 Gbps) is completed.	This KPI measures the completion of procurement and delivery of the following equipment by June 2027: Core network infrastructure equipment for 20 Points of Presence (PoPs) across the twenty Dzongkhags, and Middle-mile equipment shall include 25 new aggregation routers in 19 sites. Delivery timelines are dependent on global hardware supply conditions and the World Bank's procurement review and no-objection processes. Baseline: NA. Target: June 2027: core network equipment for 20 Dzongkhag Points of Presence and middle-mile equipment delivered and inspected.	Physical hardware delivery challan along with hardware inspection report	DDI/GovNets

KPIs	KPIs Description	Means of Verification	Department Responsible
Average citizen satisfaction rating for the 114 G2C portal services sustained at 4.52 or above on a 5-point scale.	This KPI measures citizen satisfaction with 114 Government-to-Citizen (G2C) services delivered through the G2C Portal using a standardized five-point rating scale. Citizens will be invited to rate their service experience upon completion of each online transaction. The annual average satisfaction score, calculated from all ratings collected during FY 2026–2027, will serve as the basis for assessing service quality, user experience, and the effectiveness of digital public service delivery. The KPI aims to improve the overall citizen satisfaction rating by continuously enhancing digital services and user support. Key initiatives: Enhance the Citizen Feedback Mechanism on the G2C Portal; Review and improve the existing five-point citizen feedback system to enhance the accuracy, consistency, and reliability of satisfaction data; Refine the scoring matrix for the five-point rating scale to ensure meaningful performance measurement; Implement a ticketing and case management system to improve user support services, including credential creation, account recovery, and issue resolution; Optimisation and re-engineering end-to-end public service delivery	User feedback report generated from the satisfaction feedback survey of the G2C service portal, Heuristic analysis report.	DDT/DSOM

KPIs	KPIs Description	Means of Verification	Department Responsible
	processes for identified priority services;Passport service, eRALIS, IBLS.Conduct Heuristic analysis of the G2C portal under the Zhabtog Lekjur initiative; Develop a portal improvement roadmap based on usability findings, Implement recommended enhancements to improve accessibility, navigation, usability, and overall user experience.Development of a Business Continuity Plan (BCP) for key services to provide uninterrupted services: Passport services, IBLS, Electronic Customs Management System (eCMS), ePIS and eRALISMaintain high availability of digital platforms, networks, and supporting infrastructure by minimizing system downtime and ensuring reliable service delivery. Baseline: 4.52. Target: 4.52 or above average citizen satisfaction rating across the 114 G2C portal services, sustained.		
Percentage of Government Digital Services uptime improved.	This KPI measures the availability and reliability of critical government digital services by monitoring the uptime of critical government systems. The KPI assesses the percentage of uptime of all Government systems currently under O&M that remain operational and accessible to users throughout the financial year. The	AMC schedule Monitoring tool report (Uptime Kuma), Downtime and Root Cause Analysis Report (RCA), CSD	DDT/DSOM

KPIs	KPIs Description	Means of Verification	Department Responsible
	objective is to improve the average uptime of these systems from the current baseline of 97.97% to 98%, ensuring uninterrupted and reliable digital service delivery. Key initiatives: Provision of Annual Maintenance Contract support as per the AMC schedule; effective system monitoring using tools such as Zabbix and Uptime Kuma; Service Level Agreements compliance; maintain GDC uptime at 99.886% from 99.8% (2025); API uptime at 99.8%; SAS uptime of 99.7 from 99.51% (2025); uptime of fibre backbone of 99.5% from 99.48% (2025). Baseline: 97.97%. Target: 98% uptime of critical government digital services.		
Percentage of government operating cost saved.	This KPI measures government operating costs saved or avoided through digital transformation initiatives, including direct savings, productivity gains, and cost avoidance.Measurement Note: Annual savings reported for a financial year may include benefits realized from digital transformation initiatives implemented and operationalized in any previous financial year where measurable evidence of savings or cost avoidance is available. This allows sufficient time for user adoption, operational stabilization, and robust benefit	Benefit realization report	DDT/DST

KPIs	KPIs Description	Means of Verification	Department Responsible
	measurement. This year, the benefit realization assessment will be done on the following systems: ePIS, eCMS, BMS, IBLS. Baseline: NA. Target: 2% of Nu. 42 billion in government operating cost saved or avoided through digital transformation.		
Percentage of patients treated through ePIS by Doctors and Health Assistants (HAs).	This KPI measures the proportion of patients consulted by doctors and Health Assistants (HAs) using the electronic Patient Information System (ePIS) across hospitals, Basic Health Units (BHUs), and subposts during FY 2026–2027. Performance will be measured as the percentage of patients consulted through ePIS against the total number of patients registered in the system. The target is to increase ePIS utilization from 92.65% to 95% by the end of the financial year. Key Initiatives: Provision of an Annual Maintenance Contract (AMC) with TTPL to ensure the reliability and continuous operation of the ePIS. Network infrastructure upgrades in Phuentsholing, Gedu, and Paro Hospitals to improve system connectivity and performance. Baseline: 92.65%. Target: 95% of patients consulted through ePIS by doctors and Health Assistants.	User record data from ePIS System	DDT/ePIS Team

KPIs	KPIs Description	Means of Verification	Department Responsible
Contribution of the Digital Economy to the GDP increased by USD 60 million.	This KPI measures the digital economy's contribution to national GDP, with a target increase of USD 60 million in contribution by June 2027. It captures growth across ICT services, software development, digital platforms, e-commerce, digital entrepreneurship, digital businesses, and other technology-enabled industries, reflecting the sector's contribution to economic growth, productivity, and value creation. Key Initiatives: Position Bhutan as an ideal destination for AI data center investment; economic opportunity from Digital transformation initiatives; transformation of traditional industry; globalization of the ICT industry; conduct one ICT Expo and facilitate B2B sessions. We have generated USD 111.481M in the last two fiscal years. Our target is to generate USD 60M in this fiscal year, bringing the total to USD 171.481 M. Baseline: USD 111.481 M. Target: USD 171.481 million contribution of the digital economy to GDP, an increase of USD 60 million.	Revenue Turnover Data aggregation of national tax filings done by IT and ITeS industries for 2025-2026, Department of Revenue and Customs (DRC)	DDT/TIDD
Number of additional quality jobs created in the	This KPI measures the number of quality jobs created in the digital sector, including employment in software development, cybersecurity, artificial intelligence (AI), data analytics, digital services, IT consulting, digital	Employment data aggregation from the digital industries.	DDT/TIDD

KPIs	KPIs Description	Means of Verification	Department Responsible
digital sector	entrepreneurship, the creative industry, and other ICT-enabled sectors. Performance will be measured based on employment data reported by registered ICT companies and digital businesses. The KPI reflects the sector's contribution to employment generation and the development of a skilled digital workforce. Key Initiatives: Support digital freelancers and remote workers through targeted programs and enabling policies; Strengthen digital skilling and workforce development programs aligned with industry needs; Conduct capacity development programs in emerging and deep technology areas; Organize one startup ecosystem event (e.g., hackathon or innovation challenge) to foster innovation and entrepreneurship; Support the growth and development of the e-sports industry; Promote and facilitate Foreign Direct Investment (FDI) in the ICT and digital economy sectors; Carry out capacity building for government agencies, private sectors & tertiary institutions in space science and technologyWe have created 2029 job opportunities in the last two fiscal years. Our target is to create 1000 new additional jobs in this fiscal year, bringing the total		

KPIs	KPIs Description	Means of Verification	Department Responsible
	to 3029. Baseline: 2,029. Target: 3,029 quality jobs in the digital sector, 1,000 additional jobs created.		
Number of new FDI projects attracted in the technology sector	This KPI measures the number of Foreign Direct Investment (FDI) projects secured in the technology sector by June 2027. It covers investments in software development, artificial intelligence (AI), data centres, cybersecurity, digital services, financial technology (FinTech), and other ICT-enabled industries. Performance will be measured based on the number of sectoral clearances provided to the FDI projects during the reporting period. The KPI assesses the effectiveness of investment promotion efforts in attracting technology investments, increasing capital inflows, generating quality employment, facilitating technology transfer, and accelerating the growth of the digital economy. Key initiatives: Branding Development and promotion; conducting international tech conferences & expos and roadshows; providing single-window support for FDI investment; issuing Sector Clearance and conducting Collaborative Research Projects.We have attracted 16 FDIs in the last two fiscal years. Our target is to attract 5 new FDIs for this fiscal year, bringing the total to 21 FDIs.	Data collected through the number of leads generated and sectoral clearances issued.	DDT/TIDD

KPIs	KPIs Description	Means of Verification	Department Responsible
	Baseline: 16. Target: 21 FDI projects in the technology sector, 5 new projects attracted.		
Timeline by which the Digital Health Platform (DHP) to facilitate the health data economy is completed.	This KPI measures the establishment of the foundational integration layer for the Digital Health Platform (DHP) under the Four Banks Project by May 2027, enabling seamless integration and exchange of data across the four banks to support a health data economy. Baseline: NA. Target: May 2027: foundational integration layer of the Digital Health Platform established under the Four Banks Project.	Project progress reports and milestone completion reports, Bhutan Care App. (Milestone tracking through project progress reports; completion verified through the milestone completion report and demonstration of data exchange across the four banks.)	DDT/DSOM
Number of holistic service blueprints developed under the Zhabtog Lekjur Holistic	This KPI measures the number of blueprints developed for five services under the Zhabtog Lekjur Holistic Public Service Delivery Project, entailing the following aspects;Citizen CentricityUpskilling a Future-Ready WorkforceLeapfrogging by Learning from OthersCollective Measures of SuccessPublic-Private	Service blueprints	DTT/DST

KPIs	KPIs Description	Means of Verification	Department Responsible
Public Service Delivery Project by October 2026	Parity and Holistic GrowthThe Five Services are:Citizen EngagementBusiness Document AttestationPassport Transport. Baseline: NA. Target: 5 holistic service blueprints developed under the Zhabtog Lekjur Holistic Public Service Delivery Project by October 2026.		
AI maturity level of the Royal Government of Bhutan assessed against the Gartner AI Maturity Model.	This KPI measures the progress of the artificial intelligence (AI) maturity level. The maturity level will be assessed using Gartner's AI Maturity Model. The objective is to advance the country's AI maturity from Level 2 (Active) to Level 3 (Operational) Key Initiatives: Development of Business Intelligence and Artificial Intelligence Governance Framework; Development of Business Intelligence and Data warehouse for the Royal Audit Authority; Enhancement of high-performance computing resources from 360GB to 1080 GB at Government Data Center, TTPL; Conduct AI Conference at Thimphu; Conduct AI Literacy training to 250 heads (Parliamentarians and LGs). Baseline: Level 2:; Active. Target: Level 3: Operational on the Gartner AI Maturity Model, up from Level 2: Active.	Internal Assessment report, Training and conference report, Business Intelligence Platform and Data warehouse	Office of the Secretary/DSAI
Cost of entry-level fixed	This KPI measures the affordability of basic internet access for citizens. It is calculated by expressing the	Report on the Mobile Voice, SMS and Data	Office of the Secretary/DoTS

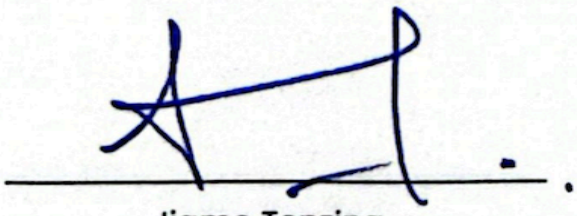
KPIs	KPIs Description	Means of Verification	Department Responsible
broadband internet package reduced as a percentage of average monthly income	monthly cost of an entry-level fixed broadband package as a percentage of the average monthly income per capita (Gross National Income per capita per month). Lowering this percentage ensures that cost does not impede digital inclusion, access to e-governance, or participation in the digital economy for low- and middle-income citizens. Baseline: 6.3%. Target: 5% entry-level fixed broadband cost as a share of average monthly income per capita, down from 6.3%.	Tariff Implementation Monitoring, BICMA, or published rates of broadband data of Internet Service Providers; National Accounts Statistics, National Statistical Bureau 2026.	
Number of critical services covered by the National Cybersecurity Risk Assessment.	This KPI measures the completion of the National Cybersecurity Risk Assessment for 34 identified critical services by June 2027. The assessment will identify cybersecurity risks, vulnerabilities, and potential impacts affecting critical services, providing evidence-based recommendations to strengthen national cyber resilience and inform risk mitigation and policy interventions. Performance will be measured by the completion of the assessment and the timely publication of the final report.This project will be executed in partnership with the World Bank and therefore needs to follow World Bank Procurement Regulations and its review and approval processes. Baseline: 0. Target: 34 critical services covered by the National Cybersecurity Risk Assessment.	Official publication record of the NCRA report	Office of the Secretary/Cybersecurity Division

KPIs	KPIs Description	Means of Verification	Department Responsible
Timeline by which Cybersecurity essentials for SMEs are developed.	This KPI measures the development and localization of a national Cybersecurity Essentials Framework for Small and Medium Enterprises (SMEs). Performance will be assessed through the completion of the review of the Regional Cybersecurity Essentials Framework, and the development and submission of a Bhutan-specific Cybersecurity Essentials Framework for endorsement by May 2027. Baseline: NA. Target: May 2027: Bhutan-specific Cybersecurity Essentials Framework for SMEs developed and submitted.	Review report and Official submission records of the framework for endorsement	Office of the Secretary/Cybersecurity Division
Timeline by which the Third International Internet Gateway (3IIG), avoiding the Siliguri corridor, is operationalized.	This KPI measures the commissioning and operationalization of the Third International Internet Gateway (3IIG) through the Gelephu–Bongaigaon route by January 2027. Performance will be measured by the successful commissioning and active utilization of the gateway to provide international internet connectivity. The KPI aims to strengthen national digital infrastructure by enhancing network resilience, improving service reliability, increasing bandwidth redundancy, and reducing the risk of service disruptions. Baseline: NA. Target: January 2027: Third International Internet Gateway commissioned via the Gelephu-Bongaigaon route.	Formal commissioning document	Office of the Secretary/DoTs

KPIs	KPIs Description	Means of Verification	Department Responsible
Number of national cybersecurity frameworks (Critical Information Infrastructure Protection CIIP) baseline documents developed.	This KPI measures the number of technical baseline requirement documents developed for Critical Information Infrastructures (CII) Protection. The objective is to develop frameworks and technical documents as baseline security measures, which will then be later operationalized in the CII services. Eventually, this KPI contributes to improving the Cybersecurity Maturity to level 3 (Established) from level 2 (Formative). This project will be executed in partnership with the World Bank and therefore needs to follow World Bank Procurement Regulations and its review and approval processes. Baseline: 0. Target: 9 national cybersecurity framework and technical baseline documents developed for Critical Information Infrastructure Protection.	Frameworks and technical baseline requirement documents.	Office of the Secretary/ Cybersecurity Division

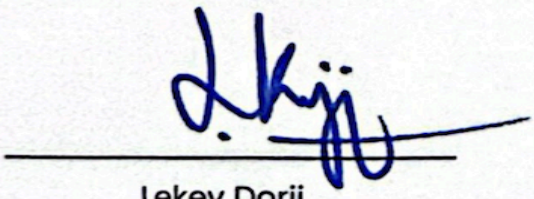
Execution Clause

I, the Secretary, Government Technology (GovTech) Agency, hereby commit to the Prime Minister, the Government, and the People of Bhutan to deliver the results described in this Annual Performance Agreement.

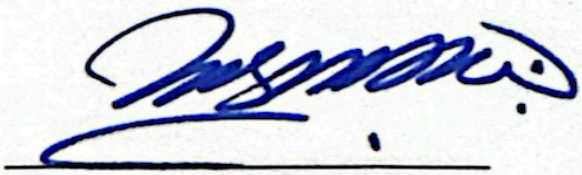


Jigme Tenzing
Secretary, Government
Technology (GovTech) Agency

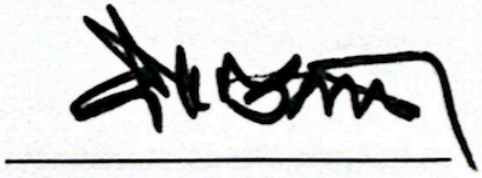
The Prime Minister, the Minister of Finance, and the Chairperson of the Royal Civil Service Commission, hereby commit to the Secretary, Government Technology (GovTech) Agency, on behalf of the Government and the People of Bhutan, to provide the necessary resources, including the financial resources, human resources and civil service support, required for the delivery of the results described in this Annual Performance Agreement.



Lekey Dorji
Minister, Ministry of Finance



Tashi Pem
Chairperson, Royal Civil
Service Commission



Dasho Tshering Tobgay
Prime Minister of Bhutan

Signed on this ___ day of September *2026*

Signed on this 16th day of September *2026*